

## THE INFLUENCE OF LEADERSHIP STYLE, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT BANK SULUT KCP LIKUPANG

*PENGARUH GAYA KEPEMIMPINAN, MOTIVASI, DAN DISIPLIN KERJA TERHADAP KINERJA  
KARYAWAN DI BANK SULUT KCP LIKUPANG*

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**Abstract:** Human resource management is very important in organizations which in this case involves all managerial personnel, and considers employees as the most important asset of the organization, especially to improve the performance of the company, employees and social welfare needs. The main objective of this study was to determine the effect of leadership style, motivation and discipline on the performance of employees at the Bank of North Sulawesi sub branch (KCP) Likupang. 30 employees of KCP Likupang PT.Bank Sulut surveyed as respondents. The results showed leadership style and motivation have a significant influence on employee performance and discipline do not have a significant impact on employee performance. Recommendations for this research that led Bank of North Sulawesi Likupang KCP must maintain discipline, especially discipline of employees in customer service because discipline including important factors that affect a performance.

**Keywords :** leadership style, motivation, work discipline

**Abstrak:.** Manajemen sumber daya manusia sangat penting dalam organisasi yang dalam hal ini melibatkan semua personil manajerial, dan menganggap karyawan sebagai aset terpenting dari organisasi terutama untuk meningkatkan kinerja perusahaan, kebutuhan karyawan dan kesejahteraan sosial. Tujuan utama dari penelitian ini adalah untuk mengetahui pengaruh gaya kepemimpinan, motivasi dan disiplin kerja terhadap kinerja karyawan di Bank Sulut kantor cabang pembantu (KCP) Likupang. 30 karyawan dari PT.Bank Sulut KCP Likupang disurvei sebagai responden. Hasil penelitian menunjukkan gaya kepemimpinan dan motivasi memiliki pengaruh yang signifikan terhadap kinerja karyawan dan disiplin kerja tidak memiliki pengaruh yang signifikan terhadap kinerja karyawan. Rekomendasi untuk penelitian ini yaitu pimpinan Bank Sulut KCP Likupang harus mempertahankan disiplin kerja karyawan terutama disiplin dalam pelayanan kepada pelanggan karna disiplin termasuk faktor penting yang mempengaruhi suatu kinerja.

**Kata kunci :** gaya kepemimpinan, motivasi, disiplin kerja

## INTRODUCTION

### Research Background

At various fields, especially organizational life, the human factor is a major problem in every activity that is therein. The organization is a social unity consciously coordinated with a reactive limitation can be identified, work continuously to achieve the goals. The Company requires the presence of the human factor potential both leaders and employees on the pattern and supervisory tasks which are decisive achievement of company objectives

Human resources is a central figure in the organization or company. Order management activities goes well, the company must have employees who are knowledgeable and highly skilled as well as efforts to manage the company as optimal as possible that the performance of employees increases Hartley, J (1991). Improved performance of employees will bring progress for the company to be able to survive in a competitive business environment that is not stable. Therefore, efforts to improve the performance of employees is the most serious management challenges because of the success to achieve the goals and the survival of the company depends on the quality of performance of human resources in it.

PT Bank Sulut is a company engaged in the field of finance. The company formerly known as PT. North Sulawesi Regional Development Bank was founded with the name of the Regional Development Bank of North Sulawesi Central that was built in 1961. And the company became a Limited Liability Company Regional Development Bank of North Sulawesi in 1999. This study focuses on the employees of PT Bank Sulut Likupang branch located in Likupang - Minahasa north, because here is one of the managerial activities performed.

The introduction survey, researchers found less obey rules, provisions incriminating company employees, in addition to the style of leadership and motivation is high enough. Then the thought of how the overall factors that affect the performance of each employee sustained. Therefore, in this study we will discuss about the influence of leadership style, motivation, and work discipline on employee performance.

### Research Objective

The objectives of this research are to identify the significant effect of:

1. To determine the influence of leadership style, motivation, and work discipline on employee performance at Bank Sulut KCP Likupang simultaneously.
2. To determine the influence of leadership style on employee performance at Bank Sulut KCP Likupang partially.
3. To determine the influence of motivation on employee performance at Bank Sulut KCP Likupang partially.
4. To determine the influence of work discipline on employee performance at Bank Sulut KCP Likupang partially

## THEORETICAL FRAMEWORK

### Human Resources Management

Kochan 1993 defined that human resources management involves all management decisions and actions that affect the nature of the relationship between the organization and employees its human resources and it encompasses the development of all aspects of an organizational context' so that they will encourage and even direct managerial behavior with regard to people. Human resources management is organizational in its compass, it involves all managerial personnel, it regards people as the most important single asset of the organization and it seeks to enhance company performance, employee needs and societal well-being Guest 1987.

### Leadership Style

Yukl (1994) defined leadership as the process of influence on the subordinate, in which the subordinate is inspired to achieve the target, the group maintains cooperation, and the established mission is accomplished, with support from external groups obtained. Leadership as a process where by an individual influences a group of people to achieve a common goal. Leadership is the backbone of development organizations because without good leadership will be difficult to achieve organizational goals. If a leader is trying to influence the behavior of

others, then that person needs to think about his leadership style. The style of leadership is how a leader carry out the functions of leadership and how he was seen by those who are trying to lead or those who may be watching from the outside Bourgeois (2005) <http://books.google.com/books?id=iXOHAQAACAAJ&lr=>.

### Motivation

Motivation is the most important matter for every organization public or a private sector. For the success of any organization motivation play an important role. All organization encounters the matter of motivation whether they are in the public or private sector (Chintallo & Mahadeo, 2013). Motivation is granting the driving force that creates work excitement on an individual, so that he is willing to work together effectively and integrated with all its resources to achieve satisfaction. With the motivation, each individual of employee is expected to work hard and enthusiastically to achieve high productivity Lawler (2001). Naheed, S (2012) defined Employee's motivation and their ability collectively participate into employee's performance and in their difficult tasks given by the manger are to purpose get maximum productivity.

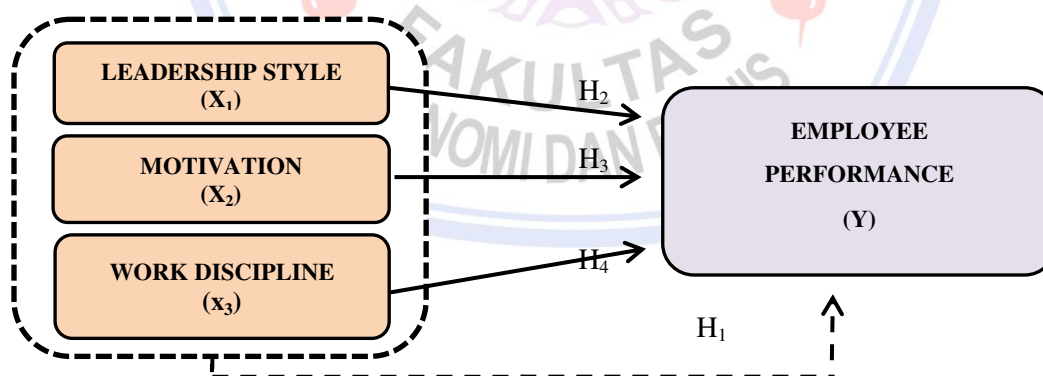
### Work Discipline

Pacitti (2011) defined discipline is an attitude behavior, and act in accordance with the company rules, either written or not. Discipline is also the awareness and willingness of a person to obey all laws and social norms in force. Employee discipline can be seen from the responsibility, attitude, behavior and action of an employee in compliance with all forms of regulation as long as they work at the agency Armanu Thoyib (2013). Good leadership will lead to employee motivation, so with high motivation the employees will have high discipline and ultimately affect the performance of employees. Work discipline owned by employees can affect the performance.

### Employee Performance

Abbas (2009) defined that performance is an organizational behavior that is directly related with the production of goods or delivery of services. Information about the organization's performance is a very important thing used to evaluate whether the performance by the organization so far has been in line with the objectives expected or not. But in reality many organizations it is less or even not rarely anyone has information about the performance in its organization. Employees require the proper working conditions to perform better. A proper working condition will encourage employees to put up the right attitudes or behavior to Reviews their job. Employee commitment the which consists of organizational and job commitment is positively related to job satisfaction, supervisory support and organizational career support

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Literature reviews 2015*

### Research Hypotheses

The hypotheses of this research are:

- H<sub>1</sub>: There are significant influence of leadership style, motivation, and work discipline on employee performance simultaneously.
- H<sub>2</sub>: There is a significant influence of leadership style on employee performance partially.
- H<sub>3</sub>: There is a significant influence of motivation on employee performance partially.
- H<sub>4</sub>: There is a significant influence of work discipline on employee performance partially.



## RESEARCH METHOD

### Type of Research

This research type is causal research. This research uses the quantitative method. Quantitative research seeks to quantify the data. It seeks conclusive evidence based on large, representative samples and typically involving some form of statistical analysis Sekaran and Bougie (2005).

### Place and Time of Research

This research is conducted in Likupang, North Minahasa, Indonesia. This research will be held during June-August.

### Population and Sample

The population in this research is the Frontliner employees at PT Bank Sulut KCP Likupang. The sample in this research is the employee in PT Bank Sulut KCP Likupang as many as 30 respondents.

### Data Collection Method

There are two types of data that are used to make an appropriate result, which are: (1) Primary data defined as information obtained first-hand by the researcher on the variables of interest for the specific purpose of the study. The primary data of this study gets from the results of questionnaires. The questionnaires are distributed to respondents so they can respond directly on the questionnaires. (2) Secondary data is collected for some purpose other than the problem at hand taken from books, journals, articles, and relevant literature from library and internet.

### Operational Definition and Measurement of Research Variables

Independent Variables (X):

$X_1$  : Leadership Style ( $X_1$ ) Leadership style is a way of harnessing the power available to lead their employees.

Indicators :

1. The manager makes all decisions related to work and governs the subordinate to carry it out.
2. Managers still specify the commands, but give subordinate the freedom to comment on those commands.
3. Managers set goals and orders after things were discussed in advance with subordinates.
4. Goals in the set and decisions made by the working group.

$X_2$  : Motivation is a factor that affects employee morale and enthusiasm to participate actively in the work process.  
Indicators : Physiological, Security, Social, Awards.

$X_3$  : Discipline is an ideal state in supporting the implementation of the tasks in accordance with rules in order to support the optimization work.

Indicators : Quality of Discipline, Quantity of Work, Compensation in need, Location Work Place or Residence.

Dependent Variable (Y)

Y : Employee performance is a comparison of the real work of employees with labor standards set by the company. Some indicators to measure the extent to which employees achieve a performance individually.

Indicators : Quality, Quantity, Timeliness, Effectiveness, Commitment to Organization.

### Data Analysis Method Validity and Reliability Test

To analyze the validity of questionnaires, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured. Reliability test is established by testing for both consistency and stability of the answer question. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another Sekaran (2006).

### Multiple Regression Analysis Model

Multiple regression is a descriptive tool used to develop a self-weighting estimating equation by which to predict values for a dependent variable from the values of independent variables, to control confounding variables to better evaluate the contribution of other variables, or to test and explain a causal theory. The formula of multiple regression models in this research is shown below :

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Y : Employee Performance

a : Intercept

$\beta_1$ - $\beta_4$  : Regression Coefficient of Each Variable

$X_1$  : Leadership Style

$X_2$  : Motivation

$X_3$  : Work Discipline

## RESULT AND DISCUSSION

### Result Validity and Reliability

All the total values for each indicator for independent variables and dependent variables are above 0.3. It means all the indicators are valid.

**Table 1. Reliability Test**

No	Variables	Standard Deviation	Cronbach's Alpha
1	Leadership Style	0.6	0.884
2	Motivation	0.6	0.846
3	Work Discipline	0.6	0.805
4	Employee Performance	0.6	0.928

Source: SPSS 22.00 (2015)

The table shows the Cronbach's Alpha values of all indicators are above 0.60, it means that all the variables in this research is considered reliable and can be used to retrieve data.

### Classical Assumption Test Multicollinearity Test

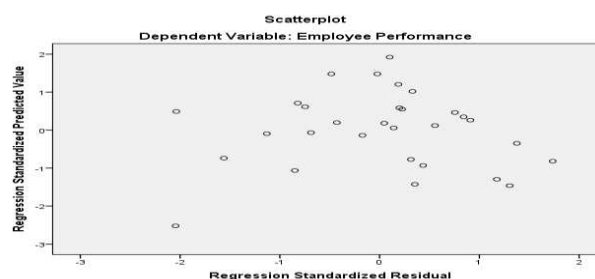
**Table 2. Multicollenearity**

	Model	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	,917	1,090
	Motivation	,934	1,071
	Work Discipline	,977	1,023

Source: SPSS 22.00 (2015)

The Table 6. shown that the tolerance and VIF values. The tolerance value of leadership stylr is 0.917, motivation is 0.934, and work discipline is 0,977, meaning the tolerance value of each variable is more than 0.1. The VIF value of lesderdhip style is 1.090, motivation is 1.071, and work discipline is 1.023, meaning the VIF value of each variable is less than 10. Since all the tolerance value is more than 0.1 and the VIF value is less than 10, so this research is free from multicollinearity.

### Heteroscedasticity

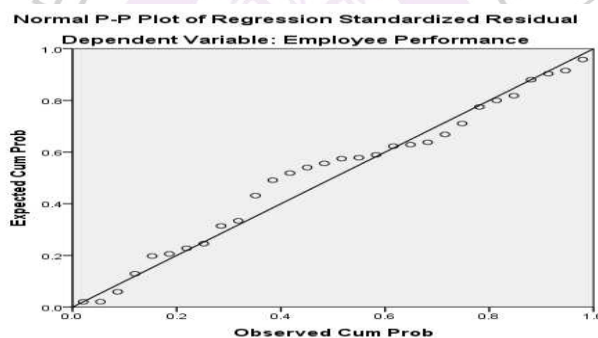


**Figure 1. Heteroscedasticity Test**

*Source: SPSS 22.00 (2015)*

According to the scatterplot above, it shown that the dots is not created a specific pattern and also spread above and below 0 (zero). It proves that there is no heteroscedasticity in this regression model.

### Normality Test



**Figure 2. Normality Test**

*Source: SPSS 22.00 (2015)*

The figure 2 above, it can be seen that the dots are speard in the direction of thediagonal lines, it shows that the distribution of the data in this research is normally distributed.

### Multiple Regression Analysis

**Table 3. Multiple Regression Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,420	1,030		,408	,687
Leadership Style	,444	,158	,449	2,818	,009
Motivation	,386	,181	,337	2,133	,043
Work Discipline	,035	,159	,034	,223	,825

*Source: SPSS 22.00 (2015)*

The result in the table 3 can be expressed in regression equation as:

$$Y = 0.420 - 0.444 X_1 + 0.386 X_2 + 0.035 X_3$$

1. Table it shown that the value of constant in B table has value of 0.420 which is means, all of the independent variable are Leadership style ( $X_1$ ), Motivation ( $X_2$ ) and Work Discipline ( $X_3$ ) accepted, which is means every 1 scale added to all independent variables has influences on the increasing value of Employee Performance of 0.420
2. Leadership Style ( $X_1$ ) shows the coefficient value of 0.444, it is mean every 1 scale added on Leadership style will increase 0.444 the value of Employee performance.
3. Motivation ( $X_2$ ) has shows the result of coefficient value is 0.386 means, by increase one scale or one unit of Motivation, it will improve or increase the value of Employee Performance (Y) at 0.386.
4. Work discipline value in coefficient table was 0.35, it means if Work Discipline value increase by one scale or one unit will influence on the increasing value of Employee Performance at 0.35.

**Table 4. Result of R and R<sup>2</sup>**

Model Summary <sup>b</sup>			
Model	R	R Square	Adjusted R Square
1	.628 <sup>a</sup>	.395	.325

Source: SPSS 22.00 (2015)

Table 4 shows that the R<sup>2</sup> is 0,395 which mean the independet variable affecting the dependent with 39,5%.

### Hypothesis Testing

**Table 5. F-Test Output**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3,177	3	1,059	5,654	,004 <sup>b</sup>
Residual	4,871	26	,187		
Total	8.048	29			

Source: SPSS 22.00 (2015)

By using the level of significant of 0.05 ( $\alpha = 0.05$ ) and degree of freedom (df) of 3;26, the  $F_{table}$  from F distribution table is  $F_{3;26;0.05} = 2.975$ , while  $F_{count}$  from Table 4.6 is 5.654. The result is  $F_{count} > F_{table} = 5.654 > 2.975$ . Since the  $F_{count}$  is greater than  $F_{table}$ .  $H_0$  is rejected and  $H_1$  is accepted. So, it obviously shows that there is linear relationship in this multiple regression model. Based from the F-test result, is obtained that  $F_{count} > F_{table} = 5.654 > 2.975$ . it is absolutely describe that independent variable simultaneously influences the depent variable. Therefore, hypothesis 1 is accepted.

**Table 6. T-Test**

Variables	t <sub>count</sub>	t <sub>table</sub>	Description
Leadership Style ( $X_1$ )	2,818	1.697	Rejected
Motivation ( $X_2$ )	2,133	1.697	Accepted
Work Dicipline ( $X_3$ )	0,223	1.697	Rejected

Source: SPSS 22.00 (2015)



The calculation on the table, the partial influence of each independent variable can explain as follows:

1. Leadership Style ( $X_1$ ) and Employee Performance (Y). Based on the table above shows  $T_{\text{count}} > T_{\text{table}} = 2.818 > 1.697$  which is resulted  $H_0$  is rejected and  $H_1$  is accepted.
2. Motivation ( $X_2$ ) and Employee Performance (Y). Based on the results presented on the table above it shown that  $T_{\text{count}} > T_{\text{table}} = 2.133 > 1.697$  which is resulted  $H_0$  is rejected and  $H_1$  is accepted.
3. Work Discipline ( $X_3$ ) and Employee Performance (Y). Based on the value resulted on the table above it shows that the value of  $T_{\text{count}} < T_{\text{table}} = 0.223 < 1.697$  than it resulted  $H_0$  is accepted and  $H_1$  is rejected.

## Discussion

### Leadership Style

The result shows that Leadership Style has significant influence to employee performance. According to the data, the employee agreed with the leader who communicates the goals and decisions of a job and always to carry out the task as well as possible. In addition, employees also very proud to have a leaders who appreciate and commend the employees were performing well. Based on the result, Leadership style became the most significant influence to employee performance.

### Motivation

Another result showed that motivation has significant influence to employee performance. The researcher find out that the motivation in employee at Bank Sulut KCP Likupang emerge from getting a needs decent in the office, and for more passion to carrying out the work, the employee wants to gain an appreciation for the work performed, so that each job can be completed in accordance with the targets set.

### Work Discipline

The result work discipline has not significantly influence to employee performance. Based on the regression output it influenced employee performance simultaneously along with leadership style and motivation. Researcher added work discipline as one of the independent variable, because based on results of the questionnaire, 70% employees in Bank Sulut KCP Likupang have a place to stay away with work, thus affecting the timeliness of the work.

## CONCLUSION AND RECOMMENDATION

### Conclusion

The conclusion is there are several conclusion that can be seen as follows :

1. The  $F_{\text{test}}$  result shows that all independent variables (Leadership Style, Motivation, and Employee Performance) are simultaneously influence and shows the influence to Employee Performance at Bank Sulut KCP Likupang as dependent variable.
2. The  $T_{\text{test}}$  result, Leadership style and motivation has a significant effects to Employee performance at Bank Sulut KCP Likupang. Meanwhile, work discipline has no significant effect to employee performance. It means only two variables that have a significant effect to Employee Performance at Bank Sulut KCP Likupang.
3. The results on data processing using Multiple Regression Equation Model, shows that all independent variables (Leadership Style, Motivation, and Work Discipline) influence employee performance as depend variable. Although, only two variables which are Leadership Style and Motivation that have a significant effect to Employee Performance at Bank Sulut KCP Likupang

### Recommendation

The result is there are recommendation can be seen as follows: should the company in improving employee performance is more focused on work discipline on employee. In the questionnaires that had been filled by employee of Bank Sulut KCP Likupang, the data showed that many shelter employees that affect the timeliness of the work. I expect the leaders of the company emphasizes the importance of discipline in doing everything, especially work discipline.



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